

**TAB C.**



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## Purpose and Conduct of the Review Function Authority

The [REDACTED] thereof contemplate a continuous review and modification of the Administrative Plans which the CCC develops for special types of covert projects.

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### Purpose

The necessity of such a review is clear. Neither the Committee nor the Operations Divisions themselves can anticipate every possible development which might affect either the responsiveness of the plan or the relative success of the Operations Divisions in carrying out the ideas which the plan incorporates. Every project regardless of the foresight and caution with which it is planned will be more or less affected by "breaks" or opportunities which cannot be foreseen. It would be fatuous to attempt to provide alternative courses to accommodate every conceivable important development which would change the basic plan of operations upon which the Administrative Plan is grounded. At the same time any Administrative Plan which contained authority of sufficient latitude to permit any needful action which these developments might appear to make desirable as they unfold, would be so broad and generalised as to be virtually worthless as an instrument of administrative control.

### Responsibility for Exercise

The fulfillment of this responsibility for review requires an evaluation of the continuing suitability of the plan and an assessment of the compliance therewith culminating in a report thereon, with recommendations, to the CCC. The conduct of this review is the responsibility solely of the Secretariat Unit of the AS(S).

### Nature of Function

The review function has two phases. The first of these is a fact-finding process wherein the progress of the project and its current status are determined in their relation to the provisions of the Administrative Plan. The second is an analytical process in which the extent of compliance with the plan, the causes of departures therefrom, and the defects of the plan itself are assessed. In this connection it must be remembered that the rationale and underlying purpose of the review is constructive and positive in nature. The intent of the review in probing areas of weakness and departure is not at all to define and fix responsibility for mistakes in execution and errors of judgment which have occurred. The review is rather, only a means to the ultimate ends of the

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attainment of the optimum degree of administrative control and the provision of essential administrative support which the project situation requires. It is a means of focusing the attention of the Committee upon responsible complaints with the product of the Committee's efforts.

In the conduct of the review the fact-finding process necessitates a careful study and sifting of all of the reports, correspondence, expressions of opinion and other informative data which have a bearing upon the actions contemplated by the plan. The review must cover in its scope all of those offices, and the areas with which each is concerned, whose views and requirements were served in the plan initially approved, as well as all of those offices to whom responsibilities were assigned for execution of the various duties imposed in the plan.

The review must take advantage of information available not only from the written records of these offices but also the oral comments of their representatives who have been concerned with the project since its formulation.

The analytical process requires a careful organization and correlation of the data obtained.

### The Report

In most instances, the report to the Committee should take the following general form:

#### A. Introduction

##### I. Project Background and History

A summary presentation of the goals sought by the project and a chronological account of the course of the project implementation from the date of its inception or the date of the last review to the present.

##### II. Administrative Plan

A summary of the basic provisions of the Administrative Plan sufficiently extensive to lay a groundwork for the discussion of the specific matters to follow in the substantive portion of the report.

#### B. Body

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## **I. Areas of Compliance**

A brief disposition of those elements of the plan which have proven to be feasible and with which substantial compliance has been achieved.

## **II. Areas of Non-Compliance**

### **a. Faulty Execution**

A discussion of those provisions of the plan which have not been carried out for reasons other than inherent defects and weaknesses in the plan itself. Significant departures from the plan should be noted and the explanations, proffered by responsible officials, for these departures or failures should be presented so that the Committee will have an opportunity to form its conclusions as to the seat of the problems posed.

### **b. Plan Weaknesses**

A discussion of those phases of the plan which reflect weaknesses and other deficiencies inherent in the plan. The comments should be so designed as to lay a foundation for the recommendations which follow. No problem should be pointed up which will not be disposed of later in the report either by an affirmative corrective recommendation to the Committee or by placing before the Committee a clear choice of two alternatives for its adoption.

## **III. Omissions**

A discussion of those areas for which the existing plan made no provision.

## **C. Recommendation**

A presentation in order of importance of those recommendations for the modification of the plan in amendment of its deficiencies and for the provision of additional administrative support in aid of the project or in correction of project weaknesses. These recommendations must be responsible in the sense that they reflect either realizable potentials for solution of the problems posed in the body of the report or clearly point up problems beyond the apparent present capabilities of the Agency to solve. Recommendations for primitive or disciplinary action have no place in the report.

Additional reports will have to be issued from time to time, of course, attending to narrower, more specialized problems

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**requiring frequent, continuing or intensive study by the Committee.**

**The adoption of an Administrative Plan cannot be regarded as the culmination of the principal function of the Secretariat Unit respecting the project. Rather it should be looked upon as the first step in a continuing association with the project during the life of which the Secretariat Unit has a responsibility to ensure its effective orderly administration.**

**SU/AS(S)/FWR:rmg (19 August 1952)**

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